

**JUNE 30, 2004
STATUS REPORT**

**ACTION PLAN FOR REFORM OF ARIZONA'S
CHILD PROTECTION SYSTEM**



Governor Janet Napolitano



STATE OF ARIZONA

**JANET NAPOLITANO
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June 30, 2004

Dear Fellow Arizonans:

One year ago, the Advisory Commission on Child Protective Services Reform issued their final report, providing detailed recommendations on how to improve the delivery of services to children and families from all state agencies and the community. In September 2003, I responded with my Action Plan for Reform of Arizona's Child Protection System. This report set forth specific strategies for "reengineering" the system, focusing on improved outcomes as to child safety and child and family well-being.

I then called the state legislature into a Special Session. A bi-partisan team of legislators prepared a comprehensive legislative package that emphasized the need for significant additional financial support for CPS coupled with a number of policy reforms. While the road through Special Session was a long one, the final bill, HB2024, passed almost unanimously and set the legal and financial groundwork necessary to move forward with comprehensive reform.

The Department has since created 27 Action Teams dedicated to implementing the strategies set forth in the Action Plan and HB2024. These teams are comprised of both child welfare experts and consumers of child welfare services, including those individuals who do the direct, day-to-day work with the children and families.

On this one-year anniversary of the commission report, I am pleased to provide you with an update on the Action Plan. This status report provides: (1) a description of the action strategy; (2) the fundamental changes required to move forward with reform; (3) the status of those changes; and (4) the specific steps taken to date to implement them. The last three columns set forth the next steps in our reform efforts, which will help us achieve the long-term goal of permanent systemic improvements.

Continued public input is critical to the success of the reform efforts. To that end, I have created an Oversight Committee on CPS Reform comprised of persons that either work directly in the field of child protection or who regularly interact with Arizona's child welfare system. This group provides me, CPS, and other interested state agencies with feedback regarding the "real life" impact of these important reform efforts. The Governor's Foster Youth Advisory Board was also created to give foster youth an opportunity to voice their concerns and help the department improve services, including transitional services, to older children.

I would like to thank the hundreds of volunteers who have dedicated thousands of hours toward these reform efforts. It is because of dedicated individuals like you that we have already come so far and will ultimately succeed in implementing a better child protection system in Arizona.

Yours very truly,

Janet Napolitano
Governor

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Area 1: Implement a Multi-Disciplinary Response to Reports of Abuse and Neglect

ACTION STRATEGY	FUNDAMENTAL CHANGE(S) REQUIRED	STATUS	SPECIFIC STEPS TAKEN	FURTHER CHANGE(S) REQUIRED	STATUS	SPECIFIC PROGRESS TOWARD FULL FIELD IMPLEMENTATION
1.0: Require Joint Investigation by CPS and Law Enforcement of All Reports of Felony Abuse and Neglect	Amend Law	■ - 100%	<u>Dec. 2003</u> : Legislation passed (HB2024).	Revise Multi-disciplinary Protocols; Provide Training	▣ - 75%	<u>March 2004</u> : Action teams established in each county (with county attorney, law enforcement and DES representatives) to revise joint investigative protocols <i>by July 2004</i> . <u>March 2004</u> : Best practice guidelines and checklist disseminated by Children's Justice Task Force. <u>June 2004</u> : Draft protocols circulated for final comment.
1.1: Require Referral by Law Enforcement of Criminal Abuse Cases to County Attorney for Prosecution and Review of Those Cases by County Attorney within 90 days	Amend Law	■ - 100%	<u>Dec. 2003</u> : Legislation passed (HB2024) (law does not require review by county attorney within 90 days, but does require each county's joint investigative protocol to include a process for regular notification of case status from each stakeholder).	Revise Multi-disciplinary Protocols; Provide Training	▣ - 75%	See above.

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1.2: Expand Use of Arizona's Child Advocacy Centers	Enhance Executive Branch Policy and Practice	▣ - 50%	<p>Feb. 2004: Action team established to identify ways for DES to further support and use Child Advocacy Centers. <u>Currently</u>, there are:</p> <ul style="list-style-type: none"> ▪ One full CPS investigative unit at ChildHelp; ▪ 2 CPS investigative staff at Mesa Center Against Family Violence; ▪ 2 CPS investigative staff at Glendale Advocacy Center. 	Continuous Review of Local Community Needs; Identify New Funding Sources	► Ongoing	<p>AZ Child and Family Advocacy Network communicates ongoing needs of advocacy centers to the Children's Justice Task Force.</p> <p>Expanding CPS operations at existing Child Advocacy Centers by:</p> <ul style="list-style-type: none"> • Placing a full investigative unit at Mesa Center Against Family Violence; • Locating CPS investigative staff at child advocacy center in Yuma; • Locating CPS investigative staff at the child advocacy center in Lake Havasu; • Filling two vacancies for CPS investigators at Yavapai Advocacy Center. <p><u>Summer 2004</u>: New Child Advocacy Center opening in Toltec (will include 2 CPS investigative staff).</p>

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1.3: Co-locate Law Enforcement, Behavioral Health, and Domestic Violence Professionals in CPS Offices	Enhance DES Policy and Practice	<input checked="" type="checkbox"/> - 75%	Fall 2003: DES adopts practice of co-locating these services wherever possible. Feb. 2004: Action team established to identify possibilities for co-location. <u>Currently</u> (in addition to child advocacy centers listed above), there are: <ul style="list-style-type: none"> 8 CPS offices co-located with behavioral health services; 1 law enforcement detective co-located in Winslow office. 	Establish Additional Locations	▶ Ongoing	Expanding co-location efforts: <ul style="list-style-type: none"> Co-locating a full behavioral health unit in the Tempe and South Mountain CPS offices; Co-locating a full behavioral health unit in the Metro/Glendale CPS offices; Co-locating behavioral health staff in Yuma CPS office; Co-locating behavioral health staff in Bullhead City and Lake Havasu City CPS offices; Co-locating behavioral health in Casa Grande multi-service Center; Co-locating behavioral health staff in CPS office to serve Prescott/Prescott Valley; Co-locating behavioral health staff in Flagstaff CPS office; Co-locating behavioral health staff in Tucson CPS offices. See Action 4.6 for other service integration efforts at DES.

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1.4: Require CPS to Investigate all Reports of Abuse and Neglect	Amend Law; Allocate Funding	■ - 100%	Dec. 2003: Legislation passed (HB2024).	Hire CPS Workers; Train New CPS Workers Establish New CPS Practice <hr/> Establish Family Builders Program in all Counties	▣ - 75%	Jan. - June 2004: 104 case managers hired – the total number of new case manager positions appropriated by HB2024. Summer 2004: Training for newly hired staff in progress. (See Action 5.3) Full deployment of new staff expected late summer. Spring 2004: Redesigned Family Builders to accept referrals from CPS only after investigation. Effective July 1, Family Builders services will be available to families with children at low, moderate or moderate high risk of future maltreatment whose needs cannot be sufficiently met through referral to community resources and do not require more intensive services. July 2004: Re-engineered Family Builders program available in Maricopa, Pima, Coconino, Navajo and Yavapai counties. <hr/> Jan. 2005: Projected statewide implementation.
1.5: Require Use of Professional Risk Assessment Tool by CPS Case Managers	Revise CPS Policy and Practice	■ - 100%	Jan. 2004: Risk Assessment Tool developed and piloted in two CPS districts.	Train CPS Case Managers	■ - 100%	As of April 30, Risk Assessment Tool is operational in all districts.

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1.6: Standardize the Reporting Process for Mandatory Reporters	Revise CPS Policy	<input type="checkbox"/> - 25%	<p>Feb. 2004: Action team established to identify ways to streamline the reporting process, provide feedback to mandatory reporters and engage community professionals in the reporting and case management process.</p> <p>Action Team 2.2 is enhancing policy for dually adjudicated children, which will include how to handle reports from JPO and ADJC.</p>	Provide Training for Mandatory Reporters; Develop Process for Broader Community Involvement; Train CPS Staff		Considering replication of current process in Apache County that allows community teams to further contribute to case planning and coordination.

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Area 2: Develop a Statewide Prevention System

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2.0: Expand Healthy Families Arizona	Amend Law; Allocate Funding	■ - 100%	April 2004: Governor signed SB1149 into law, which allows Healthy Families program to serve pregnant mothers and families previously involved with the CPS system and includes training on healthy relationships, including strengthening marriages. May 2004: FY05 budget includes additional \$8.7 million in general funds.	Revise Policy and Practice to Serve Additional Population; Provide Training to Healthy Families Staff	▣ - 50%	July – August 2004: Policy will be finalized and training provided for Healthy Families workers and supervisors. July 2004: Begin expansion of services through ten existing program sites. A second expansion phase will add new sites.
2.1: Develop a Model for Addressing Issues of Safety, Poverty and Economic Security for Children and Families	New DES Policy and Practice	▣ - 25%	August 2003: New DES Director hired Fall 2003: New DES vision, mission and guiding principles established (see right column for explanation) Spring 2004: DES received a technical assistance grant from the National Governor's Association (NGA) to assist in integrating its human service programs, workforce development efforts, and child welfare interventions to create a holistic structure of public service to vulnerable children, adults and families. The purpose of this project is to enhance welfare and employment programs to act as primary prevention programs for child welfare and to integrate child welfare into anti-poverty programs.	Continuous Training to and Dialogue with DES Employees and Stakeholders	► Ongoing	The DES vision, mission and guiding principles represent a model for providing integrated human services with a focus on preventing clients from falling into more expensive and invasive systems of care. Success is achieved by: <ul style="list-style-type: none"> more efficient and effective delivery of services through DES; greater participation in service provision by community-based partners, including their presence in DES offices; and maximization of resources by blending federal, state, grant and community funding. April 2004: Training and facilitation provided by the Annie E. Casey Foundation on service integration July 2004: Executive and mid management retreat to develop and address new service delivery models Summer 2004: Soliciting innovative strategies from field offices on integration and co-location

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2.2: Support Intervention Strategies for Older Children	Enhance Executive and Judicial Branch Policy and Practice	▣ - 25%	March 2004: Action Team established to develop policies to serve children in both the CPS and juvenile justice systems and overcome service delivery barriers for this population and their siblings.	Continuous Review of CPS Practice and Coordination with Judicial Branch and Corrections Systems	► Ongoing	<p>DES has issued a draft policy detailing how dually adjudicated children will be served. AHCCCS clarifying Title XIX eligibility for dually adjudicated children.</p> <p>DES is developing an Intergovernmental Agreement with the Administrative Office of the Courts to provide funding for Title IV-E children involved with juvenile probation.</p> <p>The Arizona Court Appointed Special Advocate Program (CASA) has initiated a "Helping Older Youth Project" to better facilitate what CASA volunteers can do for children ages 14-18.</p> <p>Coordinating with the recently established Interagency and Community Council on Homelessness to address the needs of homeless youth and ensure older youth leaving foster care have housing and appropriate support services.</p>
2.3: Inventory Prevention Programs to Identify Unmet Need and Strengthen Existing Services	Identify Existing Services and Gaps	▣ - 75%	<p>Feb. 2004: Action team established to develop a plan advocating for effective programming and policy for child abuse prevention.</p> <p>April 2004: Draft matrix 75% complete: identifies gaps in services, risk and protective factors, strategies to fill and/or strengthen existing services.</p>	Share Inventory with Children's Cabinet, Community Network Teams and Other Stakeholders to Begin to Address Gaps	► Ongoing	<p>See also Action 2.1 as to cross systems integration project through NGA technical grant.</p> <p>Action team includes Governor's Office for Children, Youth and Families staff involved with prevention activities focused on substance abuse and family self-sufficiency.</p>

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Area 3: Clarify Mission and Role of Child Protective Services



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3.0: Amend Definition of Child Protective Services to Clarify Role	Amend Law	■ - 100%	<u>Dec. 2003</u> : Legislation passed (HB2024).	Establish New CPS Policy and Practice; Train CPS Staff	▣ - 75%	<u>Feb. 2004</u> : Action Team established to develop policy changes required by HB2024 and identify training needs. <u>April 2004</u> : Implemented changes to CPS policy manual. <u>April 2004</u> : Integrated changes into training institute for case managers.
3.1a: Establish Alcohol and Drug Abuse as a Factor in Determining Child Abuse/Neglect	Amend Law	■ - 100%	<u>Dec. 2003</u> : Legislation passed (HB2024).	Establish New CPS Policy and Practice; Train CPS Staff	▣ - 50%	<u>Feb. 2004</u> : Action Team established to develop policy changes required by HB2024 and identify training needs. <u>April 2004</u> : Implemented changes to CPS policy manual.
3.1b: Develop Medical Protocols to Identify Substance Exposed Newborns and Treat Appropriately	Encourage Medical Community to Develop Protocols	▣ - 50%	<u>Fall 2003</u> : Formal request for medical protocol made to Arizona chapter and national chapter of American Academy of Pediatrics. <u>Feb. 2004</u> : Action Team established to develop medical guidelines; team includes six physicians. <u>June 2004</u> : Developed draft Medical Guidelines, which are currently under review.	Train CPS Staff re Medical Guidelines		
3.2: Allow Central Registry to Be Checked for Employment Purposes	Amend Law	■ - 100%	<u>Dec. 2003</u> : Legislation passed (HB2024).	Establish New CPS Policy and Practice; Train CPS Staff; Develop Process for Contracted Providers	▣ - 50%	<u>Feb. 2004</u> : Action Team established to identify process for checking Central Registry (for DES employees and employees of contracted providers who provide direct services to children or vulnerable adults). <u>May 2004</u> : Completed policy and procedures for use of Central Registry information for DES direct service providers.

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Area 4: Deliver Timely, Effective Services to Children and Families

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4.0: Ensure Immediate Behavioral Health Assessment of Children Who Have Been Removed from Their Homes	Revise BHS Policy	■ - 100%	<u>Sept. 2003</u> : BHS policy changes implemented - an initial assessment of the child is now conducted within 24 hours of removal from the home.	Simplify and Improve Assessment Process	▣ - 50%	<p><u>Feb. 2004</u>: Action team established to revise 24 hour Urgent Response Tool.</p> <p><u>June 2004</u>: Nearly 1900 children have received an initial behavioral health assessment within 24 hours of removal since implementation of the policy last fall. To improve the quality of the assessment and the skill of the RBHA conducting the urgent response:</p> <ul style="list-style-type: none"> Each RBHA is conducting record reviews of 10% of urgent response cases to evaluate the content and quality of assessments and interim service plans by August 2, 2004. RBHAs will improve assessment quality by contacting family and/or relatives to obtain better background information on the child's and family's needs (with CPS permission). RBHAs will follow up to ensure that ongoing services to the child, family and temporary caretaker are being delivered. RBHA urgent response staff have received training in infant/toddler mental health issues. Training to be completed by Oct. 1, 2004. RBHAs have conducted training to foster care, shelters and group homes to educate on urgent response process.

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4.1: Ensure Immediate Delivery of Health Care and Behavioral Health Care to Children Involved with CPS	Enhance CPS, BHS, and AHCCCS Policies and Practice	 - 50%	Fall 2003: Streamlined and revised enrollment process to qualify for Title XIX reimbursement. Feb. 2004: Action team established as part of existing behavioral health interagency committee to identify specific methods for improving delivery of behavioral health care to children in CPS care. <u>April 2004</u> : AHCCCS and CPS hosted a series of focus groups and stakeholders surveys regarding improvements to health and dental care services to foster children.	Continuous Review and Development of Each Agency's Policy & Practice	 Ongoing	As of March 2004, percentage of children in CMDP who qualify for Title XIX reimbursement increased from 80% to over 90%. Streamlining process for obtaining medical information on children who come into CPS care, including creation of a one-page health summary form that CMDP will use to provide CPS case managers with current medical information from the child's primary care physician. With BHS, mental health specialists to provide training to CPS case managers on process for issue resolution. ADHS has developed a training document for behavioral health staff that identifies the unique service needs of children served by CPS. Staff will be trained by January 2005.

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4.2: Maximize Draw Down of Federal Funds and Apply for All Available Grants	Enhance Executive Branch Policy and Practice	■ - 100%	<p><u>Spring 2004:</u> DES and AHCCCS have established numerous strategies related to the child welfare population as part of the Governor's Efficiency Review process.</p> <p><u>January 2004:</u> State of Arizona, via DES, submitted proposal (Title IV-E waiver request) to the U.S. Department of Health and Human Services to allow more flexible use of federal funding to craft new, intensive services aimed at decreasing the length of time children are in out-of-home placement.</p> <p><u>June 2004:</u> The state awarded a Revenue Maximization contract to 6 contractors. The RevMax process focuses on identifying opportunities that result in net new revenues, fund flexibility and cost avoidance.</p>	Continuous Review and Development of Executive Branch Policy & Practice	► Ongoing	<p>As of March 2004, percentage of children in CMDP who qualify for Title XIX reimbursement increased from 80% to over 90%.</p> <p>Partnering with Annie E. Casey Foundation to implement Family to Family program through a planning and technical assistance grant that focuses on rebuilding families in their home communities. (See Actions 5.5, 5.9, 5.10 and 6.0 for more details).</p> <p>See also Action 2.1 regarding cross systems integration project through NGA technical grant.</p> <p>Governor's Office for Children, Youth and Families created Federal Interagency Grant Team to discuss grant opportunities and coordinate application and implementation of federal grants.</p> <p>DES expects response on Title IV-E waiver by September 2004.</p>

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4.3: Ensure Delivery of Alcohol and Substance Abuse Services by Replicating the Arizona Families F.I.R.S.T. Model	Enhance CPS Policy and Practice	▣ - 25%	Feb. 2004: Community Network Teams established to identify service strengths and gaps in local communities, including accessibility of substance abuse treatment services (see Action 4.7). Summer 2004: Action Team established to develop strategies for enhancing delivery of current services consistent with Arizona Families F.I.R.S.T. model, which seeks to provide wraparound services to treat the entire family.	Continuous Review and Development of CPS Policy & Practice	► Ongoing	
	Expand Treatment Capacity and Access to Services in BHS Substance Abuse System	▣ - 75%	Fall 2003: BHS prioritizes \$1.5 million in substance abuse treatment funds for parents/families referred by CPS in Maricopa and Pima counties. Spring 2004: Nine providers designated and trained; BHS implements monthly grand round quality of care review including DES partners to ensure fidelity to Families F.I.R.S.T. model.	Continued BHS Assessment of RBHA Network Sufficiency and Capacity to Provide Rapid Engagement and Comprehensive Services for Parents with Substance Abuse Disorders	► Ongoing	March 2004: 14 providers were identified and trained in family-centered substance abuse services within the RBHA system. April 2004: 83 CPS referrals were received for prioritized treatment funds.
4.4: Amend Education Laws to Meet Needs of Children in the CPS System	Amend Law	▣ - 25%	Spring 2004: Comprehensive legislation proposed (addressing school records, enrollment, surrogate parents, etc.), but did not pass this session.	Seek Legislative Changes in FY05; Establish New CPS Policy and Practice		Summer 2004: Casey Family Programs is partnering with CPS and the Department of Education to develop an Arizona-specific strategic plan for improving education outcomes for foster children.

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4.5: Rewrite Confidentiality Laws to Allow Information to be Shared with Those Having a Legitimate Interest	Amend Law	■ - 100%	Dec. 2003: Legislation passed (HB2024).	Establish New CPS Policy and Practice; Train CPS Staff	▣ - 50%	Feb. 2004: Action team established to develop policy changes required by HB2024 and identify training needs. <u>April 2004</u> : Changes to CPS Policy manual implemented.
4.6: Manage DES to Improve Access to All Services and Co-locate Community Partners, Including Domestic Violence Specialists and Faith-Based Organizations, within the Agency	Establish New DES Practice	▣ - 50%	<u>Fall 2003</u> : Co-location practices adopted as part of new vision and mission of DES. <u>Feb. 2004</u> : CPS action team established to identify possibilities for intra-agency co-location and to enhance community partnerships, including co-location of those partners where appropriate. <u>June 2004</u> : CPS staff moved into multi-service center in Casa Grande.	Develop Long-Term Space and Family Strategic Plan; Continuous Review and Development of DES Policy & Practice	► Ongoing	DES has multi-service centers that allow clients to access a variety of human service programs in the same building. Three such centers - two in Tucson and one in Phoenix - are piloting efforts to integrate those programs and provide coordinated services to individual clients (one door approach). See Action 2.1 regarding cross systems integration project through NGA technical grant. See Action 1.3 for status of other service integration efforts at DES.
4.7: Strengthen DES Local Advisory Boards By Creating Community Network Teams to Provide for Appropriate Services in Local Communities	Establish New DES Practice	▣ - 75%	<u>Feb. 2004</u> : Community Network Teams created <u>Spring 2004</u> : Director Berns met with 12 out of 15 Community Network Teams; Cochise and Pima counties provided training in Asset-Based Community Development.	Analysis of Community Service Strengths and Gaps	▣ - 25%	<u>July 2004</u> : DES to begin receiving action plans from Community Network Teams.

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Area 5: Provide Adequate Support for Both Children and Families Served by the System and the Partners Who Provide Those Services

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5.0: Reduce CPS Caseloads to Meet National Standards So Investigations and Appropriate Follow-up Can Be Accomplished	Allocate Funding	■ - 100%	<u>Dec. 2003:</u> Legislation passed (HB2024) for CPS investigators.	Hire New Case Managers; Allocate Funding to Maintain Appropriate Standards and Hire As Needed According to Caseload Growth	▶ Ongoing	<u>Jan. 2004:</u> Major recruitment effort initiated. <u>Jan. - June 2004:</u> 104 case managers hired – the total number of new case manager positions appropriated by HB2024. In progress of hiring support staff. <u>July 2004:</u> 50 additional case manager positions authorized for FY05. As reform efforts progress, a caseload standard will be developed specific to Arizona needs, including standards appropriate for the delivery of in-home services.
5.1: Ensure Appropriate Classification and Support of CPS Case Managers	Allocate Funding	■ - 100%	<u>Dec. 2003:</u> Legislation passed (HB2024).	Implement Salary Adjustments and Stipends <u>Continuous Review of Staff Needs</u>	■ - 100% ▶ Ongoing	<u>Feb. 2004:</u> Action team established to implement salary adjustments and new stipends. <u>March 2004:</u> 10% salary adjustment implemented. <u>March 2004:</u> MSW Stipend implemented. <u>May 2004:</u> 163 staff completed verbal fluency test for bi-lingual stipend (Spanish, American Sign, Navajo and Hopi). <u>June 2004:</u> First stipends paid for investigators.

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5.2: Provide Supportive Services for CPS Case Managers to Retain a Professional Workforce and Recruit New Workers	Allocate Funding; Enhance CPS Policy and Practice	■ - 100%	Dec. 2003: Legislation passed (HB2024). Feb. 2004: Action team established to develop additional ways to provide support for staff, including enhanced training opportunities, facility improvements, improved employee evaluation process and specific retention strategies.	Ensure CPS Case Managers Have Appropriate Tools	► Ongoing	<p>Spring 2004: Established process through CPS districts to ensure that all case managers always have access to cell phones, vehicles and car seats.</p> <ul style="list-style-type: none"> ▪ Purchased 350 cell phones for CPS case managers; streamlined reimbursement process for staff who choose to use their own cell phones. ▪ Purchased 19 new vehicles. ▪ Purchased 176 additional car seats (including booster, infant and toddler seats) to ensure all case managers have tools needed to safely transport young children. <p>May 2004: Restored DES Employment Assistance Program. July 2004: Restore Tuition Assistance Program for all DES staff.</p>
5.3: Revise and Expand Training Opportunities for Case Managers, Supervisors and Related Staff	Enhance CPS Policy and Practice	□ - 25%	Feb. 2004: Action team established to improve supportive services for CPS staff. Spring 2004: Obtained additional forensic interview training slots for CPS case managers.	Continuous Review and Development of CPS Policy & Practice	► Ongoing	<p>Training developments include:</p> <ul style="list-style-type: none"> ▪ Expanding CORE curriculum to make training a more practical experience; ▪ Bringing in consumers and stakeholders of the CPS system to share their experiences; ▪ Shifting to a partnership paradigm in delivery of training; ▪ Making improvements to provide more consistent and accountable mentoring opportunities. <p>May 2004: Restored DES Employment Assistance Program. July 2004: Restore Tuition Assistance Program for all DES staff.</p>

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5.4: Increase Reimbursement Rates for Foster Parents	Allocate Funding	■ - 100%	Dec. 2003: Legislation passed (HB2024).	Disburse Rate Increase (two phases) Continuous Review of Foster Parent Needs	■ - 100% ▶ Ongoing	Jan. 2004: Base rate issued. June 2004: Second rate increase issued. Also exploring increase for adoption and guardianship subsidies.
5.5: Revise the Foster Care System to Retain Quality Foster Families and Recruit More Families Meeting Cultural and Other Special Needs of Children	Enhance CPS and Licensing Policy and Practice	□ - 50%	Fall 2003: Streamlined application process for licensing of foster parents by eliminating duplication and reducing paperwork. Fall 2003 - Spring 2004: Established MOU with DHS to help resolve 600 home safety inspections for foster parent licensing. Feb. 2004: Action team established to develop specific recruitment and retention practices. May 2004: Assisted Arizona Foster and Adoptive Parent Association with blue ribbon campaign to celebrate Foster Care Awareness Month. May 2004: Governor and DES supported opening of Lodestar Family Connection Center in Phoenix, a public-private partnership dedicated to assisting with the creation and preservation of adoptive, foster, kinship and guardianship families.	Continuous Review and Development of CPS and Licensing Policy & Practice	▶ Ongoing	May 2004: Governor signed HB2193 into law, which transfers responsibility for home safety inspections for foster parent licensing from DHS to DES. July 1, 2004: DES enters into Inter-Governmental Agreement with DHS to shift licensing staff from DHS to DES, a month and half earlier than effective date of new law. July 2003-June 2004: DES increases their capacity to provide care for foster children by 574—an increase of 306 family foster homes. This represents a 14% increase during the past year. Partnering with Department of Health and Human Services and Ad Council to localize national recruitment campaign, <i>AdoptUSKids</i> , and increase the number of available foster and adoptive homes. Partnering with Annie E. Casey Foundation's "Family to Family" Initiative, including strategies to build a network of foster families that are neighborhood-based, culturally sensitive, and allow children to be primarily placed in the communities in which they live. Developing tools and incentives to help existing foster parents recruit other foster parents, including through partnerships with the faith based community.

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5.6: Create Alternatives to Filing a Formal Dependency Case That Requires Families to Participate in Services	New Law	■ - 100%	Dec. 2003: Legislation passed (HB2024) (provides mandatory services when children can remain safely in their own home).	Establish New CPS Policy and Practice; Train CPS Staff	□ - 25%	Feb. 2004: Action team established to develop policy required by HB2024 and identify training needs. June 2004: Training on new legislation provided for juvenile court judges at annual judicial conference.
5.7: Develop Intensive Family Reunification Services	Enhance CPS Policy and Practice	□ - 50%	Feb. 2004: Action team established to develop more effective transition services to families for children returned home. Spring 2004: Re-engineered Family Builders Program to serve families with children at low, moderate or moderate high risk of future maltreatment whose needs cannot be sufficiently met through referral to community resources and do not require more intensive services (See Action 1.4).	Continuous Review and Development of CPS Policy & Practice	▶ Ongoing	See Action 4.2 regarding request for Title IV-E waiver to U.S. Department of Health and Human Services.
5.8: Create Mentoring Program for Foster Youth Transitioning into Adulthood	Establish New CPS Policy and Practice	□ - 25%	Feb. 2004: Action team established to develop more effective mentoring programs for youth transitioning out of the CPS system. March 2004: Identified peer mentoring program "In My Shoes" (Pima County) as a model program that should be replicated statewide. March 2004: Governor's Office for Children, Youth and Families applied for grant for \$6.8 million to establish mentoring program for youth with incarcerated parents.	Continuous Review and Development of CPS Policy & Practice	▶ Ongoing	Exploring mechanism to reimburse mentors for expenses.

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5.9: Stabilize Placements and Enhance Systems of Support to Maintain Permanent Homes	Enhance CPS Policy and Practice	<input type="checkbox"/> - 25%	Feb. 2004: Action team established to develop specific strategies for enhancing support systems.	Continuous Review and Development of CPS Policy & Practice	▶ Ongoing	Developing plan to establish kinship units incorporating Family Group Decision Making and Child and Family Teams. Partnering with Annie E. Casey Foundation's "Family to Family" Initiative, using a team decision-making process to make all critical placement related decisions. Members of the team may include foster parents, case managers, birth families and faith based and community members.
5.10: Respect Kinship Placements and Involve Them More in Decision-making for the Child and Family	Enhance CPS Policy and Practice	<input type="checkbox"/> - 25%	Feb. 2004: Action team established to identify practice improvements for kinship placements. May 2004: Governor and DES supported opening of Lodestar Family Connection Center in Phoenix, a public-private partnership dedicated to assisting with the creation and preservation of adoptive, foster, kinship and guardianship families.	Continuous Review and Development of CPS Policy & Practice	▶ Ongoing	Partnering with Annie E. Casey Foundation's "Family to Family" Initiative, placing a strong emphasis on empowering extended family members to care for related children as a means to lessen the likelihood of long-term system involvement for children in care.

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Area 6: Increase Community Involvement in the Child Welfare System

ACTION STRATEGY	FUNDAMENTAL CHANGE(S) REQUIRED	STATUS	SPECIFIC STEPS TAKEN	FURTHER CHANGE(S) REQUIRED	STATUS	SPECIFIC PROGRESS TOWARD FULL FIELD IMPLEMENTATION
6.0: Expand Role of Community Volunteers, Including Faith-Based Organizations	Establish New CPS Policy and Practice	■ - 100%	<u>Fall 2003:</u> General practice adopted as part of new vision and mission of DES. <u>Feb. 2004:</u> Over 70 community members included in action teams; over 450 community members included on Community Network Teams, including faith based representatives. <u>March 2004:</u> Boys and Girls Club of Arizona provides free membership to all children in out-of-home care. <u>May 2004:</u> Tenth finding added to the Foster Care Review Board findings regarding identification of service gaps.	Continuous Review and Development of CPS Policy & Practice	► Ongoing	Partnering with Annie E. Casey Foundation's "Family to Family" Initiative emphasizing coordination with faith based and community organizations to create an environment that supports families involved with our system and help to build stronger neighborhoods and stronger families.
6.1: Support Consumer Involvement in Design and Oversight of the CPS System and Improve Response to All Constituents, Including Awareness of the Ombudsman Office	Enhance CPS Policy and Practice	▣ - 75%	<u>Fall 2003:</u> General practice adopted as part of new vision and mission of DES. <u>Feb. 2004:</u> Over 70 community members included in action teams; over 450 community members included on Community Network Teams, including faith based representatives.	Continuous Review and Development of CPS Policy & Practice	► Ongoing	

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6.2: Partner with National Groups to Implement State of the Art Practices Shown to Improve Safety, Permanency and Well-being	Enhance DES Policy and Practice	■ - 100%	<p>Fall 2003: Partnered with National Resource Centers to complete risk assessment tool.</p> <p>Fall 2003: Partnered with Child Welfare League of America regarding national caseload standards.</p> <p>Feb. 2004: Presented Arizona reform efforts at CWLA national conference.</p> <p>Spring 2004: NGA providing technical grant assistance on integration of services plan.</p> <p>New partnerships have been developed with Casey Family Programs, the PEW Commission on Foster Care, CLASP, APHSA and Center for Study of Social Policy.</p>	Continuous Review and Development of DES Policy & Practice	► Ongoing	<p>Spring 2004: Partnering with Western Regional Recruitment and Retention Project on Action 5.2 regarding staff recruitment and retention efforts.</p> <p>Partnering with Annie E. Casey Foundation's "Family to Family" Initiative (See Action 4.2).</p>
6.3: Organize a State Foster Youth Advisory Board and Ensure They Have a Voice in Implementing Changes to the System	Appoint Board	■ - 100%	<p>Spring 2004: Board created and initial meetings held.</p>	Maintain Continuous Input from Youth Advisory Board	► Ongoing	<p>Governor met with Youth Advisory Board on June 5, 2004. The next meeting will be held in the Fall 2004.</p> <p>CASA program is actively involved with the Youth Advisory Board and is engaging foster youth in training programs for CASA volunteers.</p>
6.4: Appoint an Advisory Committee Responsible for Oversight of the Implementation of the Action Plan	Appoint Committee	■ - 100%	<p>March 2004: Committee appointed with members from CPS, behavioral health, law enforcement, education, the medical community, and various consumers of the system.</p> <p>April 2004: First meeting held.</p>	Maintain Continuous Input from Oversight Committee	► Ongoing	<p>Next meeting is August 27, 2004</p>

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6.5: Support Process for Continued Public Input	Establish Executive Branch Practice	■ - 100%	Oct. 2003: Created Governor's web page on CPS Reform. Feb. 2004: Over 70 community members included in action teams; over 450 community members included on Community Network Teams, including faith based representatives. Spring 2004: 23 member Oversight Committee established.	Continuous Review of Executive Branch Practice	► Ongoing	Governor's Policy Advisor for Children's Services remains actively engaged in reform efforts.
6.6: Improve Public Awareness and Education about CPS	Enhance DES Policy and Practice	▣ - 50%	Summer 2003 -Spring 2004: CPS "ride-alongs" arranged for three newspapers and seven television stations. Fall 2003: Action team established to improve public awareness of child welfare programs and help enhance recruitment efforts for foster and adoptive families as well as use of volunteers. Jan. 2004: CPS presented several workshops at annual Child Abuse Prevention Conference in Mesa regarding reform efforts. Spring 2004: Created PowerPoint presentation on CPS reform efforts and presented to more than 25 stakeholder groups across the state.	Continuous Review and Development of DES Policy & Practice	► Ongoing	Developing a training for media decision makers on the CPS process. Creating Internet based forms to share success CPS stories and concerns. Revitalizing speaker's bureau on CPS process.

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6.7: Expand Open Hearing Pilot to Rural Locations	Amend Law	■ - 100%	Dec. 2003: Legislation passed (HB2024).	Establish New CPS Policy and Practice; Train CPS Staff	▣ - 75%	Feb. 2004: Action team established to develop policy required by HB2024 and identify training needs. <u>Spring 2004:</u> Maricopa County expanded pilot program from two judges to four AND pilot programs started in Cochise, Graham, Greenlee, and Yavapai Counties. <u>July 2004:</u> Gila, Mohave, and Pinal Counties to begin pilot program.
6.8: Keep Members of the Public Informed as to the Progress of Reform	Establish Executive Branch Practice	■ - 100%	<u>Fall 2003:</u> Created link on Governor's web site for sharing information on CPS Reform. (www.governor.state.az.us/cps) <u>Jan. 2004 to June 2004:</u> Published monthly <i>CPS Reform Watch</i> circulated to thousands of Arizonans. <u>Spring 2004:</u> Created PowerPoint presentation regarding CPS reform efforts and presented to more than 25 stakeholder groups across the state.		► Ongoing	This report was created to inform the public about details related to reform efforts.